

THE INFLUENCES OF WOMEN LEADERSHP, ORGANIZATIONAL CULTURE, WORKING CLIMATE AND EFFECTIVE COMMUNICATION ON EMPLOYEE'S PRODUCTIVITY AT PT. BANK MANDIRI AREA MANADO

PENGARUH KEPEMIMPINAN PEREMPUAN, BUDAYA ORGANISASI, IKLIM KERJA DAN KOMUNIKASI YANG EFEKTIF TERHADAP PRODUKTIVITAS KARYAWAN
PT. BANK MANDIRI AREA MANADO

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Abstract: *In this global era, every organization seeks to improve employee's performance to create productive employees as their asset. PT. Bank Mandiri Area Manado is one of the organizations on the banking sector which has the main task of managing and marketing loans especially micro-credit segment. The aim of this study is to determine the influences of women leadership, organizational culture, working climate and effective communication on employee's productivity. In this study, population refers to the employees of PT. Bank Mandiri Area Manado by using purposive sampling technique and sample size of 75 respondents. This study used quantitative analysis through questionnaires and multiple regression analysis. Result and conclusion show that women leadership, organizational culture, working climate and effective communication significantly influence employee's productivity. Women leadership has partial and significant influence on employee's productivity. Organizational culture has partial and significant influence on employee's productivity. While working climate and effective communication do not have significant and partial influences on employee's productivity. PT Bank Mandiri Area Manado requires innovative working climate and upward-downward communication or otherwise. An innovative working environment can help management and employees in making good decisions, while effective communication is needed to strengthen the relationship of management and employees.*

Keywords: *women leadership, organizational culture, working climate, employee's productivity*

Abstrak: Di era global saat ini, organisasi berusaha meningkatkan kualitas kerja karyawannya agar menghasilkan para karyawan yang produktif. PT. Bank Mandiri Area Manado adalah salah satu organisasi dibidang perbankan yang memiliki tugas pokok diantaranya mengelola dan memasarkan fasilitas Kredit Mikro. Penelitian ini bertujuan untuk mengetahui pengaruh dari Kepemimpinan Perempuan, Budaya Organisasi, Iklim Kerja dan Komunikasi yang Efektif terhadap Produktivitas Karyawan. Populasi mengacu pada karyawan Bank Mandiri Area Manado dengan menggunakan teknik *purposive sampling* dan ukuran sampel sebanyak 75 responden. Penelitian ini menggunakan metode asosiatif dengan kuesioner dan menggunakan analisis Regresi Berganda. Hasil penelitian menunjukkan bahwa Kepemimpinan Perempuan, Budaya Organisasi, Iklim Kerja dan Komunikasi yang Efektif berpengaruh signifikan terhadap produktivitas karyawan. Kepemimpinan Perempuan dan Budaya organisasi secara parsial berpengaruh signifikan terhadap produktivitas karyawan. Sedangkan Iklim Kerja dan Komunikasi yang Efektif secara parsial tidak berpengaruh signifikan terhadap Produktivitas Karyawan. Sebaiknya, PT. Bank Mandiri Area Manado mengaplikasikan iklim kerja yang inovatif dan komunikasi atas-bawah atau sebaliknya. Agar dapat tercipta lingkungan kerja dengan suasana baru yang mempermudah karyawan dan manajemen untuk semakin produktif. Sedangkan komunikasi yang efektif dibutuhkan untuk memperkuat hubungan manajemen dan karyawan.

Kata kunci: *kepemimpinan perempuan, budaya organisai, iklim kerja, produktivitas karyawan*

INTRODUCTION

Research Background

It has been noted that in any organization, employees are considered the most important asset, because of their role as the subjects of policy implementation and organization operation. They play a major role in running the organization. When their performance is good, it will also increase organizational performance. Therefore, their performance must be increased so that they can contribute to overall organizational performance. The issue is how to create human resources which can produce optimal performance so that corporate objectives can be achieved. Labor productivity is a key demand for the company so viability or operations can be guaranteed. The productivity of a business entity could contribute to the local and national governments also as means of regional and national productivity, in order that the economy can support both macro and micro. At PT. Bank Mandiri Tbk, maintaining employee productivity has been a concern for the Division of Human Resources / HRD, for example, the opportunity for career selection to a higher level and a program to reward high performing employees. However, in some certain cases, it still found contradictory condition, which if observed, will also be able to potentially reduce productivity even deadly. For example, the distinction earlier retirement age for the frontliner employees or stay on the same position in a relatively long period of time. In writing this research the researcher focuses on the conditions that can impact the employee productivity at PT. Bank Mandiri (Persero) Tbk Area Manado.

Regarding this, in effort of employees to always be consistent with labor productivity, then at the very least, the company must pay attention to the environment in which employees perform their duties for example coworkers, management, working conditions and other matters that could affect the person's ability to carry out their duties. Discussing the issue of culture itself is essential for an organization or company, because it will always be associated with life in the company. Organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that are shared and binding in a particular community.

In banking environment open and effective communication can be considered as an asset for honesty, straight from the management and working with the management team of the organization. PT. Mandiri (Persero) Tbk Cabang Manado has been applying two ways communication in a crisis situation of bank activity. In this case, the willingness of the head office to listen, understand and acknowledge opinion or performance of employees related their tasks and responsibilities. All of the issues at PT. Bank Mandiri Area Manado, which engaged in micro credit segment, are influenced by several factors. Based on these descriptions, the researcher picked the title: the influences of women leadership, organizational culture, working climate and effective communication on employee's productivity at PT. Bank Mandiri Area Manado.

Research Objectives

The objectives of this research are to know

1. Women leadership, organizational culture, working climate and effective communication influence towards employee's productivity at PT. Bank Mandiri Area Manado.
2. Women leadership's influence towards employee's productivity at PT. Bank Mandiri Area Mando
3. Organizational culture's influence towards employee's productivity at PT. Bank Mandiri Area Manado
4. Working climate's influence towards employee's productivity at PT. Bank Mandiri Area Manado
5. Effective communication's influence towards employee's productivity at PT. Bank Mandiri Area Manado

THEORETICAL FRAMEWORK

Theories

Employee Productivity

Swastha and Sukotjo (1995:281) defined that productivity is a concept that describes the relationship between the results (number goods and services) with sources (the amount of labor, capital, land, energy, and so on) are used to generate the result. While Syarif (1991:1) gave the opinion that productivity includes two basic concepts, namely efficiency and effectiveness. Efficiency in order to describe the level of human resources, funds, and nature required to seek specific results, while the effectiveness in order to describe the result and the quality of the results sought.

Organizational Citizenship Behaviour

The definition of OCB has been applied widely, people in different job positions (managerial versus entry level) usually differentiate OCB and job duties according to their various perspectives (Lam, Hui, & Law, 1999). Motowidlo and Scotter (1994) indicated five explicit characteristics that could be used to identify individuals' OCBs.

1. Persisting with extra enthusiasm when necessary to complete own task activities successfully.
2. Volunteering to carry out task activities that are not formally part of the job.
3. Helping and cooperating with others.
4. Following organizational rules and procedures even when it is personally inconvenient.
5. Endorsing, supporting and defending organizational objectives (Motowidlo & Van Scotter, 1994:476).

Women Leadership

The feminisation of management is the contemporary managers who are moving towards substituting the "masculine power" of decision-making, giving orders and being obeyed, with the power to give others (the work force) sustenance, nurture their growth and care for them (Fondas, 1997:83). While Robbins (2001:314) said that leadership as the ability to influence a group toward the achievement of goals.

Organizational Culture

Robbins (2001:115) stated that: Organizational culture as a system of shared meaning held by members within an organization that determines the high level how employees act and differentiate the organization with other organizations. While Davis (2005:79) stated that organizational culture is a pattern of beliefs and values organization understood, animated and practiced by the organization so that the pattern gives a special meaning and became the basis of the rules of behavior in organizations

Working Climate

Working climate is viewed as the way that organizations operate the themes that pervade everyday behavior – the routines of organizations, and the behaviors that get rewarded, supported, and expected by organizations (Schneider et al., 1994:29). West and Farr (1989:23) stated that working climate is a quality shared by most or all professional and managerial workers, and that, given the appropriate facilitating environments, individual innovativeness is likely to be enacted in the work environment.

Effective Communication

Organizational capabilities are developed and enacted through "intensely social and communicative processes, communication helps individuals and groups coordinate activities to achieve goals, and it's vital in socialization, decision-making, problem-solving and change-management processes (Jones et al., 2004:722). Robbin (2006:146) stated that maintaining communication with the motivation to give an explanation to subordinates what to do to improve performance. The sense of displacement involves more than just the words that are spoken, but also facial expressions, intonation, vocal breaking point and so on.

Previous Research

Challenges Women Face in Leadership Positions and Organizational Effectiveness: An Investigation, Emulti (2009) discovered working public thoughts about roles of United States women in leadership positions and to test the relationship between managerial leadership styles and organizational effectiveness. Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh, Uddin (2013) the analysis explained that organizational culture significantly influences employee performance and productivity in the dynamic emerging context. Productivity of Trainers Seen From Achievement Motivation, Creativity and Working Climate, Kohar (2014) found that motivation of trainer, creativity and working climate gives a direct influence on the productivity of trainer. Effective Organizational Communication: a Key to Employee Motivation and Performance, Rajhans (2012) showed that organizational communication have a critical role to play in employee motivation and performance.

Research Hypothesis

- H₁: Woman Leadership, Organizational Culture, Working Climate, Effective Communication have simultaneous influence on Employees' Productivity at PT. Bank Mandiri Area Manado
- H₂: Woman Leadership has partial influence on Employees' Productivity at PT. Bank Mandiri Area Manado
- H₃: Organizational Culture has partial influence on Employees' Productivity at PT. Bank Mandiri Area Manado
- H₄: Working Climate has partial influence on Employees' Productivity at PT. Bank Mandiri Area Manado
- H₅: Effective Communication has partial influence on Employees' Productivity at PT. Bank Mandiri Area Manado

RESEARCH METHOD

Type of Research

This research uses causal research because it will determine and investigate the influences of women leadership, organizational culture, working climate and effective communication on employee's productivity.

Place and Time of Research

This research is conducted in Manado, North Sulawesi, Indonesia. More specifically the downtown area of the city where the PT. Mandiri (Persero) Tbk Cabang Dotu Lolong Lasut Manado located. The research was held during May to June 2015.

Conceptual Framework

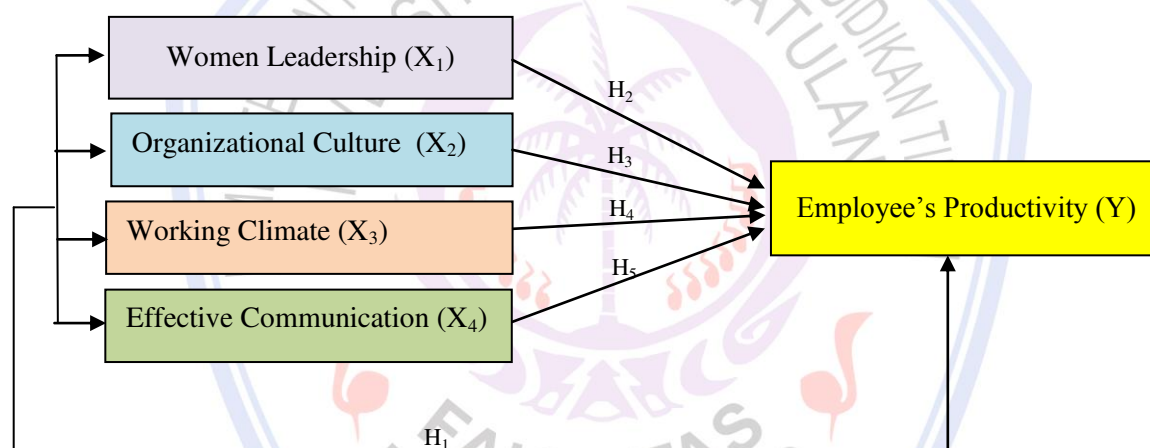


Figure 1. The Conceptual Framework
Source: Data Processed, 2015

Population and Sample

In this research the population is all the employees of PT. Bank Mandiri Area Manado. This research used 75 respondents as sample who are subordinates and work for the Head of Bank Mandiri Area Manado

Data Collection Method

The source of data can be from primary and secondary sources. Primary data is data originated by the researcher specifically to address the research problem (Sekaran and Boogie, 2009:35). The researcher obtains primary data from results of survey and questionnaires.

Operational Definition and Measurement of Research Variables

1. Women leadership can be explained as the role of women leader in achieving the vision and mission of PT. Bank Mandiri Area Manado.
2. Organizational culture adopted by PT. Bank Mandiri Area Manado can be defined as: culture of come on time, friendliness, openness, trust, focus and professionalism
3. Working climate can be described as the working atmosphere and emotional bond between fellow employees, the management and other staff and also the feel of no compunction among the people inside the Company

4. Working climate can be described as the working atmosphere and emotional bond between fellow employees, the management and other staff and also the feel of no compunction among the people inside the Company
5. Effective Communication is described as the process of delivering directional communication, that is understood between both parties in PT. Bank Mandiri Area Manado.

Data Analysis Method

Validity and Reliability Test

Validity is evidence that the instrument, technique, or process used to measure a concept does indeed measure the intended concept (Sekaran and Bougie 2009:449) to analyze the validity of questionnaire, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what should be measured. Reliability is a test to the consistency and stability of the measuring instrument (Sekaran and Bogie 2009:444). The higher of the coefficient prove the better of measuring instrument.

Multiple Regression Analysis Model

Sekaran and Bougie, (2009:350), stated that multiple regression is a statistical technique that simultaneously develops a mathematical relationship between two or more independent variables and an interval - scaled dependent variable. Once gathered the data from the field, the next step to analysis the data and solving the problem using Multiple Regression Method, it also to test the hypotheses that have been stated. The data then inserted into the statistical tools SPSS 21. This method has been chosen to measure the influences of women leadership, organizational culture, working climate and effective communication on employee's productivity at PT. Bank Mandiri Area Manado.

RESULT AND DISCUSSION

Result

Validity and Reliability

The value of Corrected Item - Total Correlation with SPSS 21 of the indicators are all above the acceptance limit 0.5, therefore the research instrument is valid. The Reliability test is done by looking at the *Alfa Cronbach* value, in this research the value of Alfa Cronbach is 0.813, which is above the acceptance limit of 0.6, therefore the research instrument is reliable.

Multiple Regression Analysis Model

Multiple Regression Analysis is a statistical technique that simultaneously develops a mathematical relationship between two or more independent variables and an interval - scaled dependent variable.

Classical Assumption Test

Table 1. Multicollinearity

Coefficients ^a Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Women Leadership	.706	1.416
Organizational Culture	.704	1.421
Working Climate	.943	1.060
Effective Communication	.979	1.021

a. Dependent Variable: Employee's Productivity

Source: Data Processed, 2015

The tolerance value of women leadership is 0.706, organizational culture is 0.704, working climate is 0.943, and effective communication is 0.979, which are more than 0.2. The VIF value of women leadership is 1.416, organizational culture is 1.421, working climate is 1.060, and effective communication is 1.021, which are less than 10 show that the model concluded to be free from multicollinearity.

Heteroscedasticity

Heteroscedasticity occurs of the dots form certain patterns. In this research the dots spreading above and below of zero point in ordinate. This is proved that there is no heteroscedasticity in this regression.

Normality

Normality test can be identifying by using graph of P-P Plot. The data will distribute normally if the value of P-P Plot is near diagonal line of the graph. The dots are spreading near the diagonal line and follow the direction of the diagonal line. Therefore the normality test is completed.

Multiple Regression Analysis**Table 2. Multiple Regression Result**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,696	,323		2,156	,035
Women_Leadership_X1	,621	,072	,649	8,594	,000
Organizational_Culture_X2	,286	,067	,322	4,261	,000
Working_Climate_X3	-,023	,028	-,053	-,816	,417
Effective_Communication_X4	-,068	,048	-,090	-1,408	,164

Source: Data Processed, 2015

The value of R is 0.848 indicating a substantial positive association between independent and dependent variable. The value of R^2 is 0.718, meaning that women leadership (X_1), organizational culture (X_2), working climate (X_3), and effective communication (X_4) as independent variables have very strong positive association and influence employee's productivity (Y) as much as 71.8% while the rest 28.2% other factor is not included in this research.

Hypothesis Testing**Table 3. F – Test Result**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	28,143	4	7,036	44,634	,000 ^b
Residual	11,034	70	,158		
Total	39,177	74			

a. Dependent Variable: Employee_Productivity_Y1

b. Predictors: (Constant), Effective_Communication_X4, Organizational_Culture_X2, Working_Climate_X3, Women_Leadership_X1

Source: Data Processed, 2015

The ANOVAF-test results on Table 4, $F_{\text{count}} = 44.634$ with a significance level of 0.000. In this research, $F_{\text{count}} > F_{\text{table}}$ (F_{count} is greater than F_{table}), then the regression model of F-Test can be $44.634 > 2.734$ that means H_0 is rejected and H_1 is accepted. The regression model can be used to declare that the independent variable of X_1 (Women Leadership), X_2 (Organizational Culture), X_3 (working Climate) and X_4 (Effective Communication) simultaneously affects the dependent variable Y (Employee's Productivity).

Table 4. T test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	,696	,323		2,156	,035
Women_Leadership_X1	,621	,072	,649	8,594	,000
Organizational_Culture_X2	,286	,067	,322	4,261	,000
Working_Climate_X3	-,023	,028	-,053	-,816	,417
Effective_Communication_X4	-,068	,048	-,090	-1,408	,164

Source: Data Processed, 2015

Women leadership (X_1), organizational culture (X_2), working climate (X_3), and effective communication (X_4) influence employee's productivity (Y) simultaneously which means H_1 is accepted. Women leadership (X_1) influences employee's productivity (Y) partially which means H_2 is accepted. Organizational culture (X_2) influences employee's productivity (Y) partially which means H_3 is accepted. Working climate (X_3) does not influence employee's productivity (Y) partially which means H_4 is rejected. Effective communication (X_4) does not influence employee's productivity (Y) partially which means H_5 is rejected.

Discussion

Women leadership influences employee's productivity significantly. This result is supported by the previous research by Emulti (2009) discovered that women leadership style has positive association existed between women leadership and employee's productivity and organization effectiveness as the whole. Based on the survey, the employees of PT. Bank Mandiri Area Manado, mostly agreed that their upper management, in this case women leaders, has ability to listen to the employee's opinions, has a maternal characteristics, empathy and care toward employees. Organizational culture influences employee's productivity significantly. This result confirms the result of the previous research by Uddin (2013) that found that organizational culture affects employee's productivity. A clear and proper rules and norms can guide the employees to behave and perform the tasks well.

Working climate has a negative influence on employee's productivity and not significantly. This result is similar to the previous research of Kohar (2014) that found that the study have shown mixed result. Kohar claims that an innovative working climate produces positive effects on employee's productivity, in this case the trainers. The ambitious working climate does not include in importance of working climate. Effective communication does not have a significant influence on employee's productivity. This result supports the previous research conducted by Rajhans (2012) that found that the interrelationship between communication and motivation and its overall impact on employee productivity. The research studied about the fact that communication in the workplace can take many forms. Clear and honest communication helps to encourage and strengthen the relationships, which can assist employees in reaching maximum productivity. It is not enough for communication to be a one-way. There has to be downward and upward communication.

CONCLUSION AND RECOMMENDATION

Conclusion

There are four constructive findings in this research, which are listed as follow:

1. Woman Leadership, Organizational Culture, Working Climate and Effective Communication have significant and simultanous influence on Employee's Productivity at PT. Bank Mandiri Area Manado
2. Woman Leadership has significant and partial influence on Employee's Productivity at PT. Bank Mandiri Area Manado
3. Organizational Culture has significant and partial influence on Employee's Productivity at PT. Bank Mandiri Area Manado

4. Working Climate does not have significant and partial influence on Employee's Productivity at PT. Bank Mandiri Area Manado
5. Effective Communication does not have significant and partial influence on Employee's Productivity at PT. Bank Mandiri Area Manado

Recommendation

Therefore, the several recommendations given are:

1. For PT. Bank Mandiri Area Manado, it is recommended to keep enhancing the women leadership style, and organizational culture, because both variables have significant influences to employee's productivity. The working climate needs improvement, so an innovative working climate is recommended. Hence, it is vital to know how to create an appropriate facilitating working atmosphere, because it is vary for every level of management. The management level, needs innovative atmosphere for a better decision making result, and strong banking strategy. While for employees, they tend to like a supportive working atmosphere because the employees at this level are younger and have a direct communication with the customers. The effective communication also needs improvement. A good upward and downward communication is recommended, meaning it is good to have a two-ways communication, clear and honest communication can help strengthen the relationship between employees and managers, avoid any chance of misunderstanding. A weekly meeting for departmental which aims to evaluate and giving feedback to the employees can also enhance employee's productivity and it is helpful for the employees with a complex job.
2. For the future research, it is suggested that the future research pick a sample of more to the respondents who have worked for long period of time in a organization (above 10 years working experience), to get a more reliable data of the research, because the employees who have a long working experiences are more aware, have a good knowledge about the organization they are working with and also those employees have experienced several jobs either required productivity or creativity.

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